

Board Paper

for Open session

Subject: **2023 Business Plan Delivery Update**

To receive an update on the delivery of the 2023 Business Plan.

Board meeting:

19 July 2023

Agenda item:

8

Action:

- For noting
- For discussion
- For decision

Purpose

To provide the Board with an update on the delivery of the 2023 Business Plan.

Recommendations

The Board is asked to note the update on the delivery of the 2023 Business Plan.

Annexes

Annex A – 2023 Business Plan

Annex B – Business Plan Delivery Tracker

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1. Open Session

1.1. This item will be noted in the open session of the Board meeting.

2. Background and Key points

2.1. In 2021 the Board approved a new and ambitious Corporate Strategy for 2022-2026, which set out five key priority areas:

- Continuous improvement in our regulatory services
- Modernising the Education and Training of architects
- Delivering a new system of Continuing Professional Development for architects
- Transformation our systems, processes and technology
- Investing in our people and building a positive and inclusive culture based on shared values and behaviours.

2.2. To support the delivery of this five-year strategy, we have continued with our approach to business planning and delivery, which was developed last year. This included:

- The approval by the Board of a new Business Plan for 2023 (**Annex A**) mapped out against the five key priority areas in the Corporate Strategy
- The development of internal business planning controls, including regular Business Plan Delivery Group meetings
- Training and development for staff in project and programme management
- Each of the commitments within the Business Plan have been captured and logged in an excel tracking tool.

2.3. The Executive Officer and Business Plan Coordinator is accountable for keeping the excel tracking tool up to date and highlighting delivery risks. This tool includes:

- An exhaustive list of commitments mapped against the Business Plan
- Clear SLG director accountability and staff 'delivery owners'
- Proposed deadlines to assist with managing delivery of each commitment.

Annex B is an extract from the tracking tool which also includes colour coding to set out delivery 'status'.

2.4. The status is described using the following colour codes:

GREEN: Complete and can be reported as successfully delivered

AMBER: Started/On track to be delivered in 2023

BLUE: Some activity has been identified to fall in to 2024

RED: Not on track to be delivered in 2023

- 2.5. **AMBER:** Currently 34 of the 44 commitments are ongoing or scheduled to be delivered in 2023.
- 2.6. **GREEN:** Currently 2 of the 44 commitments have been completed.
- 2.7. **RED:** There are currently no commitments we cannot deliver in 2023.
- 2.8. **BLUE:** There are currently 8 commitments that will commence in 2023 but have been identified to complete in 2024.
- 2.9. In order to provide assurance to the Board and ensure transparency and accountability, this paper provides a high level overview of progress against the key commitments within the 2023 Business Plan, which is attached in **Annex A** for reference.

3. Continuous Improvement in our regulatory service

- 3.1. We are on track to deliver the majority of our Business Plan commitments for continuous improvement.
- 3.2. We have made significant progress in Registration processes. As part of the IT transformation programme, we are on track to go live with a new 24/7 online self-service system for architects, in time for collecting the 2024 retention fee.
- 3.3. To allow us to deliver improvements to the way in which we accredit and quality-assure the initial education and training of architects, our current Prescription Committee will hold its final meeting in July and will be replaced with a new Accreditation Committee, supported by Accreditation Visitors. We have also identified the need to increase the pool of our current examiners. We have held a recruitment campaign for these associates and interviews are scheduled to take place in July and August.
- 3.4. A number of the key improvements are interdependent with the Board's policy decisions in relation to Initial Education and Training and the new accreditation model will be rolled out towards the end of 2023 and into 2024.
- 3.5. Our first Mutual Recognition Agreements (MRAs), with the USA, Australia, and New Zealand, have been signed and implemented. We have since had a number of international architects join the register via our international MRA route. Team Governance and International, in tandem with team Policy and Communications, have done a significant amount of outreach work to promote the MRAs and new international route.
- 3.6. Our new UK Adaptation Assessment (UKAA) has been piloted with the first assessment is schedule to take place in early July. We will continue to gather

feedback from those supporting and using the new route; carefully monitoring the UKAA as it beds in.

- 3.7. We continue to make progress with our new Memorandum of Understanding (MOU) with Hong Kong and will likely be in position to sign it later this year. Work on the EU MRA will continue in to 2024. Due diligence, using the Board's agreed principles for the development of MRA's, has commenced in relation to a small number of other potential agreements and this will continue for the remainder of the year.
- 3.8. In relation to promoting the updated guidance on Professional Indemnity Insurance, further work to this Business Plan commitment may not be required. Intelligence from others in the sector and architect enquiries suggests that the PI guidance is well understood and being complied with, and that the worst of the market conditions may have passed. We will however keep this issue under review.
- 3.9. We have commissioned a research company, Thinks Insight, to better understand the concept of professionalism for architects, including what the public and their clients expect of their conduct. This research will be used to inform a review of the Code of Conduct and Practice.
- 3.10. Communications and engagement activity continues to make significant progress at ARB. We have hosted a number of roundtables, events and webinars to promote and engage with architects and the public on key topics. This work has proved fundamental to ensuring effective and robust policy engagement, as well as awareness raising of our statutory role and responsibilities.
- 3.11. Equality, diversity and inclusion remains a priority at ARB, both externally and internally. We have successfully published an analysis report of the makeup of the register and how the profession compares to the UK population at large. In relation to internal EDI, this continues to be a work in progress and following a detailed SLG workshop, will be commissioning additional external expert advice on ARB's approach to EDI later in 2023.

4. Modernising initial education and training of Architects

- 4.1. We have made further progress to deliver a new approach to the education and training of architects. We launched our consultation on a new educational model; competence outcomes; standards for learning providers; the establishment and operation of a new Accreditation Committee and arrangements for transitioning to the new model.

4.2. Detailed analysis work of the consultation results has been carried out and the Board will be asked to approve the full consultation report at its September meeting.

4.3. Detailed planning and operational work is already underway so that we can move forward at pace once the Board has made the necessary policy decisions. Various scenarios have been considered.

5. Delivering a new system of Continuing Professional Development for architects

5.1. We are on track to deliver our CPD commitments for 2023. We are currently gathering mid-point feedback from a pilot exercise for the new CPD scheme. The results of this gathering exercise will be used towards implementing the new scheme, which will be launched in 2024.

5.2. The Eos Transformation Programme includes the development work necessary to enable an online solution for CPD. We continue to work closely with stakeholders, including RIBA, to ensure our commitment for compatibility – where possible – is met.

6. Transforming our systems, processes and technology

6.1. We have made significant progress with our IT Transformation Programme, Eos, which is a big dependency in successfully delivering other parts of our Corporate Strategy.

6.2. We have moved to the next phase of transforming our IT systems and we are in the build phase of our new applications and case management system- CRM Phase 1, which includes Registration and CPD Microsoft dynamic 365 implementations.

6.3. We have transitioned from virtual desktop infrastructure to managed devices, rolling out new laptops for all staff and moving to office 365. As part of this programme MS Teams is not being used and once the Sharepoint roll-out is completed (currently 'in-flight') we will deliver enhanced facilities for staff remote working.

6.4. Our plans for major infrastructure change, including moving to an Infrastructure as a Service (IaaS) model is on track and transition will take place in September. This will significantly reduce our cyber risk profile as well as general resilience.

7. Investing in our people and building a positive and inclusive culture based on shared values and behaviours.

- 7.1. We have continued to imbed our new values & behaviours by ensuring they are covered within our induction plans. We have also run a staff survey to gather feedback on the framework. The full report was shared with the People Committee. This feedback from staff will continue to be reviewed to ensure our values and behaviours reflect ARB's culture and as we further review and update our People policies.
- 7.2. We have developed a new managers training programme which will continue in to 2024 and applied to a new managers that join the organisation. More general training for staff will be delivered throughout the rest of the year, the first being time management training in July. We are also scheduled to roll out training on Effective Recruitment which we hope will continue to support positive trends in turnover as well as EDI.
- 7.3. Following our recent associates recruitment campaign, our Associates Manager, together with our HR Consultant, will be gathering feedback to produce a recruitment policy. A key part of this policy will be to ensure we are targeting unrepresented groups, to improve the diversity of our talent pool, for both staff and associates.
- 7.4. We have commenced work on our property strategy by formally requesting a new lease from our landlords, as well as visiting other potential office accommodation. Our priority is to ensure our future accommodation is fit for purpose and enables a collaborative working environment.

8. Resource Implications

- 8.1. There are no specific additional resource implications emerging from this paper. Any resource implications relating to Business Plan Delivery during year will be presented alongside policy papers or the Management Accounts.

9. Risk Implications

- 9.1. Risks for each major programme of work are set up in Project and Programme Risk Registers. These also feed into the Corporate Risk Register which is regularly reviewed by the Audit and Risk Assurance Committee and periodically considered by the Board and appears on this Board's agenda.

10. Communication

- 10.1. We regularly report operational performance to DLUHC as part of our Framework Agreement.
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11. Equality and Diversity implications

- 11.1. There are a number of specific commitments in the Business Plan relating to Equality, Diversity and Inclusion. While we have made some progress earlier in the year, for example by launching our EDI data report and hosting roundtable discussions, we know there is more to deliver.
 - 11.2. We will be monitoring the effectiveness of some of the actions set out in the Business Plan, particularly in relation to recruitment of Committee Members and will report back to the Board.
 - 11.3. We are currently exploring tender options to have an EDI audit carried which we hope will provide insight into other areas of work we need to undertake later in 2023 and into 2024.
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12. Recommendations

- 12.1. The Board is asked to note and comment on the operational performance of ARB as set out in the paper.



Business Plan 2023

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1. Introduction

Our five-year [Corporate Strategy](#) states that we want a world in which the built environment inspires those who live and work in it, reflects the needs of society so that people are safe and can live well, and helps to tackle the fundamental challenges our planet faces. The contribution that regulation can make to this overarching purpose may be small, but we recognise that architects and other professionals in the built environment can achieve their own goals, potential and outcomes only if we are delivering effective regulation.

Our vision

We have an ambitious vision for ARB. Our goal is to deliver improvements and tangible outcomes in each of our core statutory functions and deliver meaningful and positive change in our strategic priorities.

Our 2022 Business Plan set out our commitments, all contributing to delivering our strategy and the five key strategic priorities. The majority of those commitments have been delivered, with a small number rolling over to 2023.

In 2022 we have:

- made significant improvements to our guidance, processes and engagement with the profession, exam candidates and institutions, and put feedback mechanisms in place to be able to gather data about their experiences with ARB.
- analysed our major survey on initial education and training, using this, alongside events and other engagement, to draft new educational outcomes for initial education and training of architects, and new standards for learning providers. We plan to consult on these in early 2023.
- carried out a major survey on the principles for our new continuing professional development (CPD) scheme which we used to develop new guidance and launch a new public consultation on the detail of the proposed scheme.
- embarked on a major organisational transformation programme which will overhaul our outdated operational processes and systems, bring added cyber security and integrity to our IT systems, and oversee the design and delivery of new holistic applications and a case management system. These are all designed to improve our services to registrants as well as delivery efficiency gains.
- co-created with our staff a new shared values and behaviour framework. We have also introduced a new performance management system so that we can be a model employer, boost stability and

improve key staffing metrics.

Our Business Plan for 2023 includes a range of commitments which will help us play our part in supporting efforts to address climate change as well as fundamental and long-standing structural issues around equality and diversity in architecture. Our vision and commitment, set out in the Corporate Strategy 2022-26, is to:

- demonstrate leadership for the sector in responding to key challenges including fire and life safety and climate change.
- foster a culture of equality, diversity and inclusion in our own organisation and take action to ensure change occurs in architecture.
- work with the profession (including employers, educators, students and others) to modernise initial education and training.
- build on the professionalism of architects by implementing a new model of continuing professional development which supports good practice and lifelong learning.
- embed a culture of continuous improvement within ARB so that our regulatory services are accessible, effective and designed around the needs of our stakeholders.

In this annual business plan, we refer back to our strategic vision for 2026, and set out the activities we will carry out in 2023 towards this vision. We also show a summary of expected areas of activity in 2024-26 recognising that plans will develop over time as we receive feedback from stakeholders on proposals.

2. Continuous improvement in our regulatory services

Our vision for 2026

We will continue to modernise and transform the way in which ARB operates if architects and the public are to benefit from regulation. We will deliver improvements which we want to be tangible and measurable across each of our statutory functions.

In 2023 we will:

Registration:

- use new technology, as part of the Transformation Programme – Eos, to enhance our communications with architects, institutions, examination candidates and those applying for registration through MRAs. We will gather feedback on their experiences and interaction with ARB. We will use the feedback to identify and deliver demonstrable improvements to the experience of these stakeholders.
- move to a 24/7 online self-service system for architects to maintain their own registration, including paying for their retention fee and accessing certificates and payment receipts.
- continue to implement new legislation relating to the information included on the public Register, communicating with registrants electronically and registration appeals.
- manage the implementation of new ways that international architects will be able to register, including the UK Adaptation Assessment which will be a requirement of those joining the register through any new Mutual Recognition Agreement.
- increase transparency for the public by improving the way in which any sanctions or disciplinary findings against architects are published on the online register.

Accreditation:

- deliver improvements to the way in which we accredit and quality-assure the initial education and training of architects.
- deliver operational improvements to support the information exchange between ARB, providers of education and training and other regulatory bodies of architecture.
- improve the utilisation of data gathered as part of the new ARB accreditation model to be launched in the second half of 2023.
- visit schools to speak to their students and staff about ARB's role, requirements for

registration and upcoming changes to the structure of education and training.

In 2024-26 we will continue to develop improvements in efficiency and customer service, and work to operationalise key elements in the corporate strategy as they are approved. These include any system developments for the new CPD framework and monitoring process as well as a new accreditation methodology following the development of new learning outcomes and standards for institutions as we modernise initial education and training of architects.

Assessment and international routes:

- launch and operationalise Memoranda of Understanding (MOUs)/Mutual Recognition Agreements (MRAs) we have developed, subject to legislative approval, and continue to develop MRA/MOUs in compliance with the principles and criteria we have developed.
- promote the introduction of proposed new routes to registration and their benefits to potential registrants and practices.
- introduce the new UK Adaptation Assessment as part of the route to registration for those taking advantage of Mutual Recognition Agreements with regulatory bodies in other countries.
- Develop plans and commence a review of the UK Adaptation Assessment, in tandem with the review of the Prescribed Examination, after the first six months of its operation.

In 2024-2026 we will complete a review of the UK Adaptation Assessment that we initially put in place, taking feedback into account, and will make adjustments where there is evidence to support doing so. We will continue to visit international counterparts as part of our MRA monitoring processes and to check on-going compliance with our standards. We will publish the programme for this annually.

Standards and good practice:

- as part of preparatory work to review the Code of Conduct and Practice we will carry out research and extensive engagement with architects and employers, to understand better issues around professionalism in action.
- review our existing guidance for architects and consider what changes are needed as we prepare for an overhaul of the Code of Conduct and Practice.
- carry out further work to promote updated guidance on professional indemnity insurance and engage across the sector to identify any gaps in our suite of guidance.
- carry out detailed analysis of disciplinary cases and share learning with the profession through ARB Insight and other communications channels.

Protection of title:

- carry out further engagement with relevant consumer organisations.
- to promote the online register and the benefits of using a regulated professional.
- carry out an audit of higher-risk groups who may be illegally using the title architect whilst unregistered.

Equality, diversity and inclusion:

- publish detailed analysis of:
 - the makeup of the architects' profession in 2022.
 - the makeup of new architects joining the profession each year between 2016 and 2021.
 - how the makeup of the profession compares to the UK population at large.
- use the publication of these data to promote understanding of issues within the sector and engage with stakeholders to consider action we and others can take.
- use our EDI forum to promote and take action to ensure our working environment that reflect ARBs culture and values, is truly inclusive and improves staff wellbeing, recruitment and retention.
- ensure our office space is an inclusive space that is welcoming and functioning for those with hearing and sight impairments as well as how accessible it is for other physical disabilities, and

that it supports collaboration and different learning styles amongst staff.

- through our people strategy, create opportunities for all by adapting our recruitment procedures to better ensure we reach the widest talent pool possible.

In 2024-26 we will deliver improvements in our standards and guidance work. We will take feedback, learning and insight from our consultation activities to identify practical changes we can make, both within ARB and within key policy areas so that we make a difference on equality and diversity. We will publish a new Code of Conduct and Practice and review the suite of guidance which sits alongside it to support architects to practice in adherence to the Code at all times.

2. Modernising initial education and training of architects

Our vision for 2026

Initial education and training of architects will better reflect the knowledge, skills, experience and behaviours they need in areas such as climate change, safety, ethics and emerging technologies. The structure of education and training will encourage diversity and wider access to the profession, whilst providing assurance that only competent individuals will be admitted to the Register of Architects.

In 2023 we will:

- consult on and approve a new educational model; competence outcomes; standards for learning providers; the establishment and operation of a new Accreditation Committee; and arrangements for transitioning to the new model.
- publish an accreditation handbook which will assist organisations in working to our new accreditation model.
- engage with learning providers as part of the delivery of the new model of initial education and training.
- begin inspections and visits to learning providers, as part of the new model of accreditation.
- initiate a formal review of how we assess the competence of applicants with non-accredited qualifications in architecture, including the Prescribed Examination process and UK Adaptation Assessment.

In 2024-26 we will transition to a new model of architectural education by accrediting qualifications that will produce the new competence outcomes, delivered by learning providers judged against a new set of standards. We will embed a proportionate and effective accreditation model and overhaul the prescribed examinations process. We will provide leadership on the challenges architectural education faces in respect of professional practical experience, funding and diversity.

3. Delivering a new system of continuing professional development for architects

Our vision for 2026

Architects will be utilising a continuing professional development (CPD) model they see as a positive contribution to their practice and professional development. There will be evidence that the model has made an impact on the competence of architects with learning shared across the profession.

In 2023 we will:

- finalise CPD policy development, including the analysis of the scheme consultation and publication of a report on responses.
- run a pilot exercise for the new CPD scheme and use the results to assist our implementation.
- promote the incoming scheme and its requirements to architects, including running events and online sessions.
- develop an IT solution to facilitate the introduction of the CPD scheme in 2024.

In 2024-26 we will develop, test and implement our internal processes for selecting, sampling, assessing and deciding on CPD submissions. In 2024, we anticipate the system to go live, with architects submitting information relating to CPD undertaken. We will develop and test the quality assurance system to ensure consistency for the assessors. Compliance with the scheme will become mandatory from 2025.

4. Transforming our systems, processes and information technology

Our vision for 2026

ARB's systems and processes will enable architects to manage their own data and information, improving their experiences and delivering efficiencies. The public will have improved transparency about qualified and registered architects. The IT infrastructure will not only ensure secure data but will enable ARB to gather improved insight into the profession, including areas where regulatory attention is needed such as equality and diversity, new guidance or changes to education and training.

In 2023 we will:

- move to the next phase of transforming our IT systems by introducing a new applications and case management system.
- continue to overhaul our IT infrastructure including our cyber security profile to ensure enhanced data security.
- continue to modernise ways of working, including better use of technology, to support hybrid working.
- improve data security for the organisation, by moving to cloud-based services.

In 2024-26 we will roll out a new holistic software applications system enabling us to deliver significant improvements in registrant services and 'self-serve' access. We will develop enhanced data analytics so that we are providing insight on key trends to the profession and the wider built environment.

6. Investing in our people and building a positive and inclusive culture based on shared values and behaviours

Our vision for 2026

ARB is an organisation where all our staff and our associates understand and are highly motivated to deliver our purpose and vision, where staff are well led and well managed, have the right skills and competencies, and are working to a shared set of values and behaviours. If we achieve this, we will deliver high quality regulation.

In 2023 we will:

- embed our new staff performance management system as part of our work to retain, support and develop our workforce.
- we will monitor and review our new values and behaviour framework, assessing ARB culture and staff attitudes.
- complete the review of our non-executive associate group so that they are effectively supported in their roles and receive training necessary, including training on equality diversity and inclusion.
- Introduce new and innovative recruitment methods for both staff and associates to improve the diversity of our talent pool.
- carry out a review of the Board, Committee and Non-Executives Annual Review process, identifying areas for improvement so that they can be implemented for the subsequent round of reviews.
- complete the review of our core HR policies so that they are aligned with our People Strategy and support a high function workforce with an inclusive and supportive culture.
- carry out a review of our future property needs to ensure our accommodation is fit for purpose and enables a collaborative working environment for our workforce.

In 2024-26 we will continue our journey to be a high-performing organisation. We will use research and engagement methods to ensure we gather feedback from staff, associates and stakeholders about our operational performance. We will complete the review of our property needs, reflecting the new hybrid way of working and our need to ensure a fit-for-purpose office space for ARB staff. We will review the skills and competencies required of our workforce, and encourage staff development, as we roll out a new IT system and move away from old paper based and manual processes.

If you need information on this document in a different format such as an audio recording or braille, you can:

- email info@arb.org.uk
- call 020 7580 5861
- write to us at ARB, 8 Weymouth Street. London W1W 5BU

We'll consider your request and get back to you within 14 days.



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ARB 2023 Business Plan Delivery Tracker

Annotations

GREEN: Complete and can be reported as successfully delivered
AMBER: Started/On track to be delivered in 2023
BLUE: Some activity has been identified to fall in to 2024
RED: Not on track to be delivered in 2023

| Strategic Area of Work | Workstream | Business Plan Link REF | Business Plan Commitment | Status of Delivery |
|------------------------|--------------|------------------------|--|--------------------|
| | Registration | CI1 | use new technology, as part of the Transformation Programme – Eos, to enhance our communications with architects, institutions, examination candidates and those applying for registration through MRAs. We will gather feedback on their experiences and interaction with ARB. We will use the feedback to identify and deliver demonstrable improvements to the experience of these stakeholders | |
| | | CI2 | move to a 24/7 online self-service system for architects to maintain their own registration, including paying for their retention fee and accessing certificates and payment receipts. | |
| | | CI3 | continue to implement new legislation relating to the information included on the public Register, communicating with registrants electronically and registration appeals. | |
| | | CI4 | manage the implementation of new ways that international architects will be able to register, including the UK Adaptation Assessment which will be a requirement of those joining the register through any new Mutual Recognition Agreement. | |
| | | CI5 | deliver improvements to the way in which we accredit and quality-assure the initial education and training of architects. | |
| | | CI6 | deliver operational improvements to support the information exchange between ARB, providers of education and training and other regulatory bodies of architecture. | |
| | | CI7 | improve the utilisation of data gathered as part of the new ARB accreditation model to be launched in the second half of 2023. | |

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| Continuous Improvement in our regulatory services | Accreditation | CI8 | visit schools to speak to their students and staff about ARB's role, requirements for registration and upcoming changes to the structure of education and training. | |
| | | | In 2024-26 we will continue to develop improvements in efficiency and customer service, and work to operationalise key elements in the corporate strategy as they are approved. These include any system developments for the new CPD framework and monitoring process as well as a new accreditation methodology following the development of new learning outcomes and standards for institutions as we modernise initial education and training of architects. | |
| | Assessment & International Routes | CI9 | launch and operationalise Memoranda of Understanding (MOUs)/Mutual Recognition Agreements (MRAs) we have developed, subject to legislative approval, and continue to develop MRA/MOUs in compliance with the principles and criteria we have developed. | |
| | | CI10 | promote the introduction of proposed new routes to registration and their benefits to potential registrants and practices. | |
| | | CI11 | introduce the new UK Adaptation Assessment as part of the route to registration for those taking advantage of Mutual Recognition Agreements with regulatory bodies in other countries. | |
| | | CI12 | Develop plans and commence a review of the UK Adaptation Assessment, in tandem with the review of the Prescribed Examination, after the first six months of its operation. | |
| | | | In 2024-2026 we will complete a review of the UK Adaptation Assessment that we initially put in place, taking feedback into account, and will make adjustments where there is evidence to support doing so. We will continue to visit international counterparts as part of our MRA monitoring processes and to check on-going compliance with our standards. We will publish the programme for this annually. | |
| | | Standards & good practice | CI13 | as part of preparatory work to review the Code of Conduct and Practice we will carry out research and extensive engagement with architects and employers, to understand better issues around professionalism in action. |
| | CI14 | | review our existing guidance for architects and consider what changes are needed as we prepare for an overhaul of the Code of Conduct and Practice. | |
| | CI15 | | carry out further work to promote updated guidance on professional indemnity insurance and engage across the sector to identify any gaps in our suite of guidance. | |

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| | | CI16 | carry out detailed analysis of disciplinary cases and share learning with the profession through ARB Insight and other communications channels. | |
| | Protection of Title | CI17 | carry out further engagement with relevant consumer organisations. | |
| | | CI18 | to promote the online register and the benefits of using a regulated professional. | |
| | | CI19 | carry out an audit of higher-risk groups who may be illegally using the title architect whilst unregistered. | |
| | Equality, Diversity & Inclusion | CI20 | <p>publish detailed analysis of:</p> <ul style="list-style-type: none"> -the makeup of the architects' profession in 2022. -the makeup of new architects joining the profession each year between 2016 and 2021. -how the makeup of the profession compares to the UK population at large. | |
| | | CI21 | use the publication of these data to promote understanding of issues within the sector and engage with stakeholders to consider action we and others can take. | |
| | | CI22 | use our EDI forum to promote and take action to ensure our working environment that reflect ARBs culture and values, is truly inclusive and improves staff wellbeing, recruitment and retention. | |
| | | CI23 | ensure our office space is an inclusive space that is welcoming and functioning for those with hearing and sight impairments as well as how accessible it is for other physical disabilities, and that it supports collaboration and different learning styles amongst staff. | |
| | | CI24 | through our people strategy, create opportunities for all by adapting our recruitment procedures to better ensure we reach the widest talent pool possible. | |
| | | | <p>In 2024-26 we will deliver improvements in our standards and guidance work. We will take feedback, learning and insight from our consultation activities to identify practical changes we can make, both within ARB and within key policy areas so that we make a difference on equality and diversity.</p> <p>We will publish a new Code of Conduct and Practice and review the suite of guidance which sits alongside it to support architects to practice in adherence to the Code at all times.</p> | |
| | Consulation | IE1 | consult on and approve a new educational model; competence outcomes; standards for learning providers; the establishment and operation of a new Accreditation Committee; and arrangements for transitioning to the new model. | |
| | Publishing Handbook | IE2 | publish an accreditation handbook which will assist organisations in working to our new accreditation model. | |

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| Modernising initial education and training of architects | Engagement | IE3 | engage with learning providers as part of the delivery of the new model of initial education and training. | |
| | Visits | IE4 | begin inspections and visits to learning providers, as part of the new model of accreditation. | |
| | Formal Review | IE5 | initiate a formal review of how we assess the competence of applicants with non-accredited qualifications in architecture, including the Prescribed Examination process and UK Adaptation Assessment. | |
| | | | In 2024-26 we will transition to a new model of architectural education by accrediting qualifications that will produce the new competence outcomes, delivered by learning providers judged against a new set of standards. We will embed a proportionate and effective accreditation model and overhaul the prescribed examinations process. We will provide leadership on the challenges architectural education faces in respect of professional practical experience, funding and diversity. | |
| Delivering a new system of continuing professional development for architects | Policy Development | CP1 | finalise CPD policy development, including the analysis of the scheme consultation and publication of a report on responses. | |
| | Pilot Exercise | CP2 | run a pilot exercise for the new CPD scheme and use the results to assist our implementation. | |
| | Promoting & Engagement | CP3 | promote the incoming scheme and its requirements to architects, including running events and online sessions. | |
| | IT Development | CP4 | develop an IT solution to facilitate the introduction of the CPD scheme in 2024 | |
| | | | In 2024-26 we will develop, test and implement our internal processes for selecting, sampling, assessing and deciding on CPD submissions. In 2024, we anticipate the system to go live, with architects submitting information relating to CPD undertaken. We will develop and test the quality assurance system to ensure consistency for the assessors. Compliance with the scheme will become mandatory from 2025. | |

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| Transforming our systems, processes and information technology | Developing IT Systems | TR1 | move to the next phase of transforming our IT systems by introducing a new applications and case management system. | |
| | IT Infrastructure | TR2 | continue to overhaul our IT infrastructure including our cyber security profile to ensure enhanced data security. | |
| | Improvements Delivery | TR3 | continue to modernise ways of working, including better use of technology, to support hybrid working. | |
| | Data Security | TR4 | improve data security for the organisation, by moving to cloud-based services. | |
| | | | In 2024-26 we will roll out a new holistic software applications system enabling us to deliver significant improvements in registrant services and 'self-serve' access. We will develop enhanced data analytics so that we are providing insight on key trends to the profession and the wider built environment. | |
| Investing in our people and building a positive and inclusive culture based on shared values and behaviours | Management system | IP1 | embed our new staff performance management system as part of our work to retain, support and develop our workforce. | |
| | Values & Behaviours | IP2 | we will monitor and review our new values and behaviour framework, assessing ARB culture and staff attitudes. | |
| | Non-Executive Training Support | IP3 | complete the review of our non-executive associate group so that they are effectively supported in their roles and receive training necessary, including training on equality diversity and inclusion. | |
| | Recruitment methods | IP4 | Introduce new and innovative recruitment methods for both staff and associates to improve the diversity of our talent pool. | |
| | Annual Review Improvements | IP5 | carry out a review of the Board, Committee and Non-Executives Annual Review process, identifying areas for improvement so that they can be implemented for the subsequent round of reviews. | |
| | HR Policies | IP6 | complete the review of our core HR policies so that they are aligned with our People Strategy and support a high function workforce with an inclusive and supportive culture. | |
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| | Property Strategy | IP7 | carry out a review of our future property needs to ensure our accommodation is fit for purpose and enables a collaborative working environment for our workforce. | |
| | | | In 2024-26 we will continue our journey to be a high-performing organisation. We will use research and engagement methods to ensure we gather feedback from staff, associates and stakeholders about our operational performance. We will complete the review of our property needs, reflecting the new hybrid way of working and our need to ensure a fit-for-purpose office space for ARB staff. We will review the skills and competencies required of our workforce, and encourage staff development, as we roll out a new IT system and move away from old paper based and manual processes. | |